

Exploring the Influence of Servant Leadership and Job Engagement on Affective Commitment and Organizational Citizenship Behavior in the Agricultural Sector

Hamzad^{1*}, Nurwati², Endro Sukotjo² and Laode Asfahyadin Aliddin²

¹Doctoral Program in Manajemen Sciences, Halu Oleo University, Kendari, Indonesia; ²Departemen Manajemen Sciences, Halu Oleo University, Kendari, Indonesia

*Corresponding author's e-mail: hasddinunilaki@gmail.com

The agricultural sector is currently facing an era of disruption amidst the industrial revolution which ultimately forces human resources to adapt, including agricultural human resources. Researchers have highlighted the role of servant leadership and job engagement on affective commitment and organizational citizenship behavior. This research aims to analyze the improvement in the performance of government officials in agricultural development (food crops, horticulture, and fisheries) through the arrangement of human resources, namely, Civil Servants allocated to servant leadership roles and job engagement in affective commitment and organizational citizenship behavior. According to the gap theory they are placing job engagement as a mediator in conditioning servant leadership on affective commitment and organizational citizenship behavior. Causal design with a positivism (quantitative) paradigm to test the proposed hypothesis. Involving around 118 Civil Servants in regional organizations of the Agriculture Service, Food Crops and Horticulture Service, and South Konawe Regency Fisheries Service. The research was conducted for five months, between May and September 2023. Starting from distributing questionnaires to compiling research results. This number is determined randomly proportionally. Data was obtained by distributing questionnaires, using a Likert scale. Data were analyzed with the help of SEM using AMOS 7 software. Servant leadership is proven to play a significant role in job engagement, affective commitment, and organizational citizenship behavior. Then job engagement hurts affective commitment and organizational citizenship behavior. Job engagement acts as a mediator between servant leadership and organizational citizenship behavior. This finding is in line with the performance achievements of the agriculture, forestry, and fisheries sectors which show an increase in their respective contributions to the regional economy in 2018 from IDR 2,103 billion to IDR 2,435 billion in 2022. Theoretically, government organizations in implementing job engagement are so weak that they are unable to create affective commitment and organizational citizenship behavior. Based on these findings, it is necessary to strengthen the implementation of job engagement, and to prove this model, it is necessary to carry out further analysis on a wider scale and with a diversity of sample characteristics. The practical implication is that increasing the achievements of this sector in the future can be done by maximizing job engagement, affective commitment, organizational citizenship behavior, and servant leadership. The resulting novelty is the mediating role of job engagement on the influence of servant leadership on affective commitment, and organizational citizenship behavior, achievements in the agricultural, forestry, and fisheries sectors.

Keywords: Affective commitment, Job engagement, organizational citizenship behavior, servant leadership, government organizations, agricultural sector.

INTRODUCTION

Agriculture is currently facing an era of uncertainty which is usually called disruption. This condition is characterized by fluctuations in production and productivity to meet the needs for food and raw materials for technology-based industries, at the same time that government services in the agricultural sector are hampered by human resource (HR) factors.

According to Tarigan (2020), the era of disruption means that agricultural human resources have not been able to anticipate the changes that occur and successfully adapt to the existing situation. When the agricultural sector faces an era of disruption, one way that can be done is to increase agricultural human resources. What many researchers have highlighted is servant leadership and job engagement on affective commitment and organizational citizenship behavior (OCB).

Hamzad, Nurwati, E. Sukotjo and L.A. Aliddin. 2024. Exploring the Influence of Servant Leadership and Job Engagement on Affective Commitment and Organizational Citizenship Behavior in the Agricultural Sector. *Journal of Global Innovations in Agricultural Sciences* 12:133-146.

[Received 5 Feb 2024; Accepted 7 Mar 2024; Published 16 Mar 2024]



Attribution 4.0 International (CC BY 4.0)

According to [Organ et al. \(2006\)](#), Organizational Citizenship Behavior (OCB) is individual behavior that is free (discretionary), this behavior is not directly or explicitly linked to the reward system, and as a whole (aggregate) will help the organization in improving the efficiency and effectiveness of existing functions in the organization. OCB is free and there is no coercion, this is because OCB behavior is not required, but is a personal choice of the employee ([Tawil et al., 2023](#); and [Sabrina et al., 2023](#)). OCB is a positive behavior in an organization that is expressed in the form of a conscious and voluntary willingness to work.

The occurrence of Organizational Citizenship Behavior (OCB) may seem simple or even trivial, but research conducted shows that OCB generally benefits organizations substantially by [Tawil et al. \(2023\)](#); and [Aprilda et al. \(2019\)](#). Apart from this evidence, of course, it depends on how employees perceive the benefits of OCB as a means of improving organizational function and effectiveness. The decisions and policies made by a leader are of course expected to not only influence the success of the organization but also the behavior of all employees in the organization.

Affective commitment has a closer relationship with organizational outcomes such as performance and employee turnover when compared to the other two dimensions of commitment ([Junita et al., 2022](#); and [Bakan et al., 2013](#)). One study found that affective commitment was a predictor of various outcomes (perception of task characteristics, career satisfaction, intention to transfer) in 72% of cases, compared with only 36% for normative commitment, and 7% for continuance commitment. The weak results for continuance commitment make sense because when compared with loyalty (affective commitment) or obligation (normative commitment), continuance commitment describes an employee who is bound to an employer simply because there is nothing better ([Robbins, 2009](#); and [Luthans, 2006](#)). An interesting study from Randall, Fedor, and Longenecker (1990) in [Tawil et al. \(2023\)](#) found that organizational commitment had no effect on the desire to move.

The emergence of employee commitment not only has a positive impact on the employees themselves but is also beneficial and contributes to the organization beyond the organization's formal obligations towards its employees. Successful organizations certainly have employees who are willing to work not just on their responsibilities, but are willing to go beyond their responsibilities in their work and are willing to spend more time and energy to be able to do their work well. This behavior cannot be guaranteed or determined, but it will certainly contribute to the organization. An organization cannot survive or be successful without the role of organizational members who have a positive role, which is important to support the effectiveness of organizational functions, especially in the long term.

In an effort to move his employees, a leader must play a role so that his employees feel moved. Leaders have the authority

to direct various employee and organizational activities. According to [Chughtai \(2017\)](#), Leaders play an important role in shaping the work environment of an organization. This is due to the fact that in most organizations, important aspects of work such as rewards, deadlines, work allocation, and performance evaluation are under the direct control of the leader. One type of leadership that has a strong relationship with employee job satisfaction is servant leadership. A core characteristic of servant leaders is that they transcend personal interests and focus solely on meeting the needs of their subordinates. Unlike other leadership styles, where the ultimate goal is the welfare of the organization, a servant leader is truly concerned with serving subordinates. Because of this people-oriented approach, servant leaders are expected to have a profound impact on the health and well-being of their employees ([Chughtai, 2017](#)).

The main principle of servant leadership theory is to place the interests of employees above the personal interests of the leader. According to [Rapiuddin et al. \(2021\)](#); and [Nobari et al. \(2014\)](#) leadership may be more conducive to commitment because of its focus on employee development, community building, authentic leadership, and shared leadership. [Winston, \(2008\)](#) proposed that servant leadership towards subordinates results in reciprocal service from subordinates to the leader. [Stone et al., \(2004\)](#) argue that the motive of servant leaders' influence is not to direct others but to motivate and facilitate service and service by the employees themselves. Employee service to others and management of organizational resources can be interpreted as affective commitment ([Nobari et al., 2014](#)).

Previous research states that work engagement will increase employee work performance. [Schaufelli et al., \(2006\)](#), explained that work engagement is a positive and satisfying state of mind related to work which is characterized by enthusiasm, dedication, and absorption. [Schaufeli et al. \(2006\)](#) found that engagement creates a positive gain spiral which is expected to lead to increased performance over time. When employees are engaged, they invest physical, emotional, and cognitive energy into the work role. Employees are able to improve their performance because they pay attention and focus more on their responsibilities. Research by [Setiaji \(2016\)](#); and [Victoria \(2018\)](#) provides empirical evidence that employee engagement has a significant impact on improving employee performance.

[Afrianty \(2020\)](#) research found that servant leadership has a positive and significant effect on work engagement. Then the study by [Sadikin et al. \(2020\)](#); and [Jaya \(2022\)](#) concluded that the implementation of servant leadership through job crafting influences organizational citizenship behavior. [Jaya \(2022\)](#) continued that the implementation of servant leadership through employee environmental engagement has no effect on organizational citizenship behavior.

[Akinyemi's \(2018\)](#) study found that affective commitment had a significant positive effect on Organizational Citizenship



Behavior (OCB). Meanwhile, [Sunarsih \(2019\)](#); and [Fala \(2020\)](#) reported that affective commitment has no significant effect on organizational citizenship behavior. Organizational commitment with job engagement. When employees feel satisfied with the work they do, they will work optimally to complete their work, even doing things that may not be their responsibility. When someone has a high commitment to their organization, that person will do anything to advance the organization because of their belief in their organization ([Luthans, 2006](#)). If the employee has confidence and trust in the company, the motivation process itself will not directly emerge from within the employee.

Based on the 2019 performance report, the South Konawe Regency Service has suggestions and input for improvements in the service sector. One of these suggestions is that to maximize existing manpower, it is necessary to immediately socialize and implement employee performance targets so that all employees can carry out their duties in accordance with their Job Descriptions. In maximizing employee energy, the role of Servant Leadership is needed. This is because servant leadership according to [Trompenaars & Voerman \(2010\)](#) is a management style in terms of leading and serving and being in harmony with employees and there is interaction with the organizational environment. This will support the achievement of maximum employee power which will of course create goals within the organization which will of course help employees in carrying out their duties and help the organization in increasing the effectiveness of the organization.

As a region with the majority of its population working in agriculture, forestry, and fisheries, South Konawe Regency is of course obliged to provide government services to increase achievements in development and the economy. Economic development achievements are generally proportioned to Gross Regional Domestic Product (GRDP). In the regional economy, the contribution of the Agriculture, Forestry, and Fisheries sectors is quite large and the highest of the 16 other sectors, namely 25/26% of the total GRDP. Followed by the mining sector at around 21%, then the transportation and mountains sector at 19%. However, the achievements of the Agriculture, Forestry, and Fisheries sectors in the last five years have not been good, because in 2018 it was 26% and in 2022 it fell to 25%, even though in 2020 it had improved to 28%. This phenomenon proves that at the managerial level (allegedly servant leadership and job engagement) there are obstacles that can ultimately lead to commitment-forming attitudes and organizational citizenship behavior (OCB) in working in the sector in question.

Based on the empirical facts and phenomena discussed above, it is deemed necessary for further research, especially in government organizations. As a novelty of this study or a scientific contribution as suggested by previous researchers, namely using the mediating role of job engagement. This study takes the case of a government organization specifically

for government employees in South Konawe Regency, Indonesia.

THEORETICAL REFERENTIAL

Management of Human Resources in the Agricultural Sector in the Era of Disruption: The agricultural sector is a sector that can survive all conditions (disruption). However, limited human resources, especially the young agricultural generation, are a limiting or inhibiting factor for the agricultural sector. Increasing education in the younger generation makes the opportunities for the younger generation to work in the agricultural sector increasingly small ([Putra & Carina, 2021](#)).

Agriculture is currently facing an era of uncertainty which is commonly called disruption. One of the urgent needs to face in this era is the development of inclusive and sustainable agribusiness, namely agricultural human resources which can anticipate changes that occur and successfully adapt to existing situations. The problem is, that the portrait of agricultural human resources, especially extension workers who act as the spearhead of agricultural development, is described as far from adequate, both in terms of quantity and quality ([Tarigan, 2020](#)).

For example, the number of villages with agricultural potential in Indonesia is 72 thousand, and agricultural extension workers and officers are only 41 thousand; very far from the expectations of one village and one extension worker. In terms of education, there are still many extension workers who only graduated from high school (non-graduate). Most of the extension workers are civil servants with an average age of over 45 years ([Nursyamsi 2019](#)). The demand for instructors to have the competence to adapt in the era of the Industrial Revolution 4.0 with the development of the use of information technology (IT) is a very tough challenge. Some interesting questions are (1) what are the actual changes that have occurred in the era of disruption in Indonesia's agribusiness structure?, (2) what are the challenges for the agricultural extension system in facing the era of disruption to realize effective dissemination of information and innovation in society?, (3) How does agricultural human resource development need to be carried out in the future? ([Tarigan, 2020](#)).

Influence of Servant Leadership on Work Engagement: Servant leadership is a leadership style that originates from sincere feelings that arise from within the heart of the desire to serve or be the first to serve. Servant leadership has the main priority of providing service to others. Therefore, being a servant leader means prioritizing the common interest above personal interests. Greenleaf (1977) in [Sadikin et al., \(2020\)](#) emphasized that servant leadership pays attention to fulfilling the needs and expectations of its followers. Servant leaders strive to involve others in decision-making, based heavily on ethical and caring behavior. Several characteristics of servant



leadership expressed by [Spears & Lawrence, \(2002\)](#) include listening, empathy, and healing. In this case, it means that a servant leader strives to create a good relationship between the leader and his members and leads to mutual progress.

Despite the large number of previous studies on the topic of leadership, both in the Indonesian context and outside Indonesia, it is felt that research related to servant leadership still receives insufficient attention. Previous research on leadership has paid more attention to transactional and transformational leadership styles ([Truxillo et al., 2016](#)). Therefore, to contribute to the development of literature, we are interested in conducting research on servant leadership. Specifically, our research focuses on the impact of this leadership style on employee job attitudes. We use social exchange theory as the basis for developing hypotheses in this research is Servant leadership has a significant positive effect on job engagement (H1).

Influence of Servant Leadership on Affective Commitment:

Servant leadership also influences organizational commitment. One of the main values of servant leadership is equality and justice which encourages and supports fair treatment of everyone. These values can influence subordinates' perceptions to increase their loyalty and organizational commitment ([Spears & Lawrence, 2002](#); [Northouse 2013](#); and [Yukl, 2015](#)). Furthermore, [Sadikin et al. \(2020\)](#); [Mulyadi, \(2015\)](#); and [Liden et al. \(2008\)](#) identified 7 (seven) servant leader behaviors to develop and prove servant leadership measures, including: (1) forming concepts; (2) restoring emotions; (3) prioritizing followers; (4) helping followers grow and succeed; (5) behave ethically; (6) empower; and (7) creating value for society.

[Jacobs' \(2006\)](#) research, he found a significant positive influence between servant leadership and subordinate commitment. Apart from that, [Liden et al. \(2008\)](#) found that at the individual level, servant leadership has a positive influence on performance and organizational commitment. Research by [Ambali et al. \(2011\)](#) found that servant leadership had a significant positive effect on staff commitment in implementing organizational policies and servant leadership had a significant positive effect on staff organizational commitment. Furthermore, research by [Chinomona et al.\(2013\)](#) found that organizational commitment was positively influenced by servant leadership. Based on this description, an analytical model was created to be tested in formulating the hypothesis. The hypothesis proposed is, Servant leadership has a significant positive effect on affective commitment (H2).

Influence of Servant Leadership on Organizational Citizenship Behavior: The best indicator of servant leadership is when followers are happy to make themselves servants. In organizational behavior, voluntary behavior that provides benefits to all members of the organization is called organizational citizenship behavior (OCB), so OCB can be considered as service and stewardship ([Srimulyani &](#)

[Hermanto, 2022](#)). This shows that the behavior of the servant leader will create OCB behavior from the followers ([Sendjaya, 2015](#)).

The results of the latest research by [Sadikin et al. \(2020\)](#); [Prabowo & Setiawan \(2013\)](#); [Guillaume et al. \(2013\)](#); and [Bambale et al. \(2011\)](#) show positive results that leaders who become models for their subordinates OCB in several ways, namely by leaders who can be an example of consistency between words and actions, through job satisfaction, feelings of liking and trust shown by subordinates will increase their additional efforts to achieve the company's main goals. In the context of the relationship between job satisfaction and OCB, several research results from [Utama & Wibawa, \(2016\)](#); and [Soegandhi et al. \(2013\)](#) show a positive and significant influence.

According to [Rohayati \(2014\)](#), organizations that prioritize their employees have a workforce that is committed to the organization so that it is able to create high productivity and employee satisfaction. This will create a comfortable working atmosphere so that employees will be willing to work more and provide performance that exceeds expectations. This behavior in organizations is usually referred to as Organizational Citizenship Behavior (OCB). An employee who displays OCB behavior is also referred to in the context of a good working relationship according to [Zhang \(2011\)](#), this relationship can be demonstrated by supporting colleagues in a way that benefits the organization and working towards organizational goals, this is manifested in the definition of citizenship behavior.

Based on this description, an analytical model was created to be tested in formulating the hypothesis. The hypothesis proposed is, Servant leadership has a significant positive effect on organizational citizenship behavior (H3).

Influence of Job Engagement on Affective Commitment:

Organizational affective commitment is defined as a feeling of belonging and identification (being part of one's self) which can increase individual participation in organizational activities, encourage to realize organizational goals, and desire to stay in the organization [Junita et al., \(2022\)](#); and [Hasddin, \(2021\)](#). Organizational affective commitment can have a positive impact on problems with working conditions for television employees, including reducing work pressure by suppressing burnout or emotional exhaustion ([Schmidt, 2007](#)). Apart from that, other positive impacts are reducing the risk of resignation ([Meyer et al., 2002](#)), reducing the level of employee absenteeism ([Fasolo & Davis-LaMastro, 1990](#)), individuals appreciate the values of the institution ([Beheshtifar & Herat, 2013](#)), and comply with organizational policy norms and practices ([Jena et al., 2017](#)). Practically, individuals with affective organizational commitment will work seriously and display better work performance.

Apart from that, organizational affective commitment is also thought to be influenced by age ([Pourghaz et al., 2011](#)). Several researchers suggest that demographic factors such as



age and length of service also influence organizational commitment (Azeem, 2010). In addition, another factor that can influence organizational affective commitment is perceived organizational support (POS) (Rhoades et al., 2001). Perceived organizational support is defined as an individual's belief that the organization values work results and shows concern for employee welfare.

Furthermore, organizational affective commitment is also thought to be influenced by age (Pourghaz et al., 2011). Several researchers suggest that demographic factors such as age and length of work also influence organizational commitment (Azeem, 2010). Apart from that, another factor that can influence organizational affective commitment is perceived organizational support (POS) (Rhoades et al., 2001). Perceived organizational support is defined as an individual's belief that the organization appreciates work results and shows concern for employee welfare.

Recent research by Sadikin et al. (2020) stated that servant leadership has a significant positive effect on organizational citizenship behavior. Based on this description, an analytical model was created to be tested in formulating the hypothesis. The hypothesis proposed is, Job engagement has a significant positive effect on affective commitment (H4).

Influence of Job Engagement on Organizational Citizenship Behavior: According to Kaswan, (2015); and Murugesan et al. (2013), OCB includes "pro-social" or discretionary ethical behavior, such as helping new employees in the organization, helping colleagues, not using rest time in vain, and being willing to do work outside. from the specified description. Junita et al. (2022); Srimulyani & Hermanto, (2022); and Kaswan, (2015) that there are a number of factors that influence OCB, including job characteristics, personality, and work attitudes which include work involvement, motivation, leadership, as well as group and organizational characteristics which include organizational climate. From these several factors, it is interesting to see the influence of organizational climate and work involvement together in influencing OCB. towards OCB. According to Bianca & Susihono, (2012), the term organizational climate was first used by Kurt Lewin in the 1930s, who used the term psychological climate. This is different from Taguiri and Litwin (Soetopo, 2012) who define organizational climate as the quality of the organization's internal environment which is experienced by its members, influences their behavior, and can be described by the characteristic values of the organization. According to Owens in Soetopo, (2012) states that "organizational climate is the study of perceptions that individuals have of various aspects of the environment in the organization". Thus, an assessment of organizational climate can be carried out by exploring data from the perceptions of individuals in the organization.

The results of the latest research by Sadikin et al. (2020) stated that job engagement has a significant positive effect on organizational citizenship behavior. These results are

supported by Wahyu et al. (2019); Muldoon et al. (2017); Tischler et al. (2016); Zhang et al. (2016); Sadeghi et al. (2015); and Talachi et al. (2014).

Based on this description, an analytical model was created to be tested in formulating the hypothesis. The hypothesis proposed is, Job engagement has a significant positive effect on organizational citizenship behavior (H5).

The Mediating Role of Job Engagement Between Servant Leadership and Affective Commitment: There are several studies that examine the relationship between Servant Leadership and affective commitment in the organization. Research conducted by Taleghani & Mehr, (2014) concluded that Servant Leadership is a significant trigger factor for the emergence of affective commitment behavior. Likewise, research conducted by Mahembe & Englebertch, (2013) concluded that there is a significant positive relationship between servant leadership and affective commitment. The results of this research are supported by Mira & Margaretha, (2012) who found that servant leadership has a positive influence on affective commitment. The studies and research presented show that there is a relationship between Servant Leadership and affective commitment. If looked at in-depth, Servant Leadership is able to encourage individuals to behave positively, increase trust, commit, and produce positive outcomes as individuals. Encouragement for individuals to behave positively and trust each other will increase the awareness of individuals in the organization to help each other even though it is outside their duties and responsibilities (extra role).

The results of the empirical study above found that Servant Leadership and affective commitment have a significant relationship, however, this research study examines the influence of Servant Leadership on Affective Commitment through job engagement, so this research must be studied more deeply to obtain results in accordance with the research objectives. The research hypothesis doubles as a novelty hypothesis, namely, Job engagement is able to mediate a significant positive influence of servant leadership on affective commitment (H6).

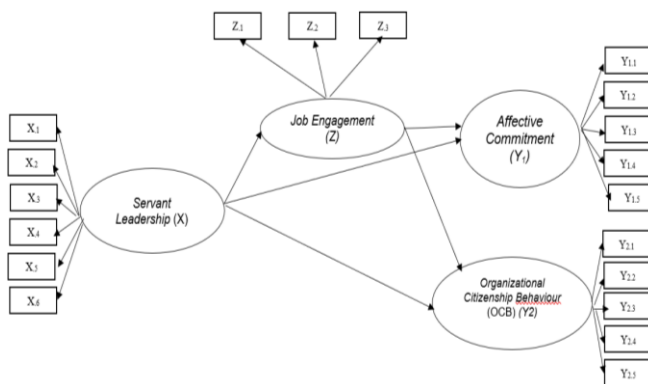
The Mediating Role of Job Engagement Between Servant Leadership and Organizational Citizenship Behavior: There are several studies that examine the relationship between Servant Leadership and OCB in organizations. Research conducted by Taleghani and Mehr, (2014) which concluded that Servant Leadership is a significant trigger factor in the emergence of OCB behavior. Likewise, research conducted by Mahembe and Englebertch, (2013) concluded that there is a significant positive relationship between Servant leadership and OCB. The results of this research are supported by Mira & Margaretha, (2012) show that there is a relationship between Servant Leadership and OCB. If looked at in-depth, Servant Leadership is able to encourage individuals to behave positively, increase trust, commit, and produce positive outcomes as individuals. Encouragement for individuals to



behave positively and trust each other will increase the awareness of individuals in the organization to help each other even though it is outside their duties and responsibilities (extra role).

The results of the empirical study above found that Servant Leadership and OCB have a significant relationship, however, this research study examines the influence of Servant Leadership on Affective Commitment through OCB, so this research must be studied more deeply to obtain results in accordance with the research objectives. The research hypothesis doubles as a novelty hypothesis, namely Job engagement is able to mediate a significant positive influence of servant leadership on organizational citizenship behavior (H7).

The research conceptual model can be seen in Figure 1 below,



Source: Author's Analysis Results (2023)

Figure 1. Conceptual Model of Research

MATERIALS AND METHODS

This research uses a causality design with a positivist paradigm. Hasddin *et al.* (2022) stated that the positivism paradigm generally uses a quantitative approach to test the proposed hypothesis. The research was carried out from May to September 2023, starting from the distribution of the questionnaire until the preparation of the research results.

The research sample of 118 people came from Regional Apparatus Organizations in South Konawe Regency in three agencies, namely the Agriculture Service (45 people), the Food Crops and Horticulture Service (38 people), and the South Konawe Regency Fisheries Service (35 people). The sample was obtained proportionally at random.

These three departments (Agriculture Service, Food Crops and Horticulture Service, and Fisheries Service) were deliberately chosen based on the distribution of sectors or business fields in the GRDP, which states that the Agricultural Sector was formed by the three subsectors in question.

The variables observed in investigating empirical evidence of the impact of human resource management are job

engagement, servant leadership, affective commitment, and organizational citizenship behavior. Job engagement is also positioned as a mediating variable on the influence of servant leadership on affective commitment and organizational citizenship behavior. These four variables will then be explained with their contribution to the development of the agricultural sector which is distributed through Gross Regional Domestic Product, specifically in the Agriculture, Forestry, and Fisheries sectors.

Data was obtained by distributing questionnaires, using a Likert scale. Data were analyzed with the help of SEM using AMOS 7 software.

RESULTS

Instrument Reliability Test: A validity test is a measure related to the level of accuracy achieved by an indicator in measuring what it should measure. Testing the validity of the instrument by calculating the correlation coefficient between the item scores and the total score with a significance level of $\alpha = 0.5$ or 95%. The validity test using the Pearson product-moment correlation method is carried out by correlating the answer score obtained for each item with the total score of all items. Quoted by Hair *et al.*, (2019) validity is carried out using the correlation coefficient with the instrument criteria being said to be valid if the r value is ≥ 0.30 (cut of point). The validation test results are presented in Table 1 below,

Table 1. Instrument Validity Test Results

Variable	Correlation coefficient	Significance	Information
Servant leadership	0,672	0,000	Valid
Job engagement	0,759	0,000	Valid
Affective commitment	0,501	0,000	Valid
OCB	0,622	0,000	Valid

The data in Table 1 above shows that all indicator items that measure each variable produce a validity coefficient of more than 0.30 ($r > 0.30$). It can be stated that the data collection instruments used in this research are valid.

Instrument Validity Test: Reliability testing was carried out on the statement items used in this research using Cronbach's Alpha method. The accepted cut-of-point value for Cronbach's Alpha level is ≥ 0.60 by Sekaran and Bougie, (2016); and Hair *et al.* (2019). The results of the subsequent analysis are shown in Table 2.

Table 2. Instrument reliability test results

Variable	CA	Cut of Point	Information
Servant leadership	0,872	0,600	Reliabel
Job engagement	0,875	0,600	Reliabel
Affective commitment	0,851	0,600	Reliabel
OCB	0,892	0,600	Reliabel

Source: Author's Analysis Results (2023)



The data above shows that all variables have a value of 0.600. On this basis, the instrument used to collect data was declared reliable with a confidence level of 95%.

Linearity Test: The results of testing the linearity of the relationship between variables are presented briefly in Table 3.

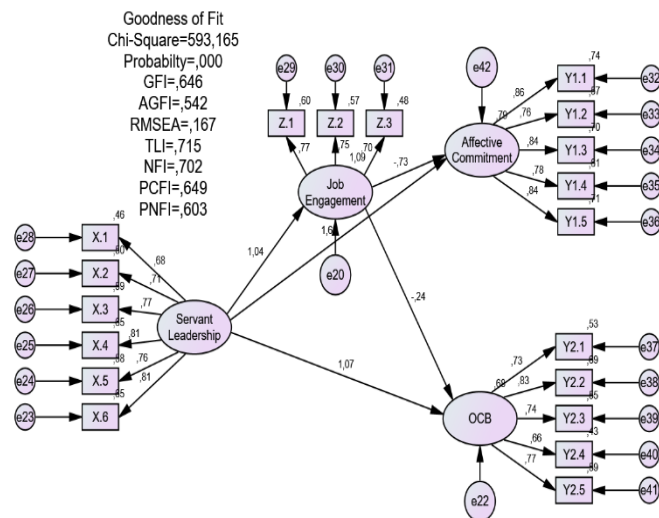
Table 3. Testing Linearity Assumptions

Independent Variable	Dependent Variable	Significance
Servant leadership (X)	Job engagement (Z)	0,031
Servant leadership (X)	Affective commitment (Y1)	0,007
Servant leadership (X)	OCB	0,018
Job engagement (Z)	Affective commitment (Y1)	0,012
Job engagement (Z)	OCB	0.000

Source: Author's Analysis Results (2023)

Unidimensionality Test: An assumption used in calculating the reliability of the model shows that in a one-dimensional model, the indicators used have a good degree of suitability. If the GFI index ≤ 0.90 indicates that k has unidimensionality. The default model is the baseline of the model being analyzed. Saturated Model = Full or Perfect model, in this model, there are constraints placed on population moments. Independence Model = poor fit, in this model all observed variables are assumed to be correlated with each other. The Fit Measurement above obtained a GFI value of 0.646 which is smaller than the Cut off Point value of 0.90, so it can be concluded that there is unidimensionality in each construct.

Goodness of Fit Model Test: The modified model is presented in full in the attachment, which can be seen in Figure 2 and Table 5. The data from the analysis is used as a basis for testing the overall goodness of fit.



Source: Author's Analysis Results (2023)

Figure 2. Overall model goodness of fit test

Information regarding this is shown in Table 4.

Table 4. Overall goodness of fit model testing

Goodness of Fit	The calculation results		Very good
	Results	Meaning	
Khi Kuadrat	593,165	Small	Small
Probabilita	0,000	$\leq 0,05$	$> 0,05$
GFI	0,946	$\geq 0,90$	$\geq 0,90$
AGFI	0,942	$\geq 0,90$	$\geq 0,90$
TLI	0,915	$\geq 0,715$	$\geq 0,95$
RMSEA	0,067	$\leq 0,08$	$\leq 0,08$

Source: Author's Analysis Results (2023)

Testing whether the model fits or not as seen in Figure 2 and Table 4 results in the following decisions. Referring to Table 4, it can be seen that the Chi-Square figure is 593.165. This means that the phase model is good, so the probability level is smaller than 0.05. The GFI model figure shows a figure above the requirements for a good model (0.90). The GFI calculation result in the model is 0.946.

In contrast to the AGFI calculation results, the *r* model has shown results above the requirements for a good model. If the AGFI value is 0.942. This means that the model should show statistically good model results because the model's AGFI value is greater than 0.90.

The results of model testing show that the *TLI* value is 0.915 or above the model requirements (0.95). Thus, based on the *TLI* indicators, the final stage model has shown that the final stage model is good.

Likewise, the RMSEA model calculation has stated a figure below 0.08. The RMSEA value of the model is 0.067. Thus, the decision taken is good because the RMSEA value is smaller than 0.08.

Direct Path Hypothesis Testing Results: The results of hypothesis testing using Structural Equation Modeling (SEM) showed that seven hypotheses were declared significant and two hypotheses were declared not significant. Hypothesis testing is carried out by looking at the standard coefficient value, the significance value of the t-test, and the sign of the relationship between each independent variable and the dependent variable. The results of hypothesis testing are shown in Table 5.

Hypothesis 1: Servant leadership on job engagement

The direct influence of Servant Leadership on Job Engagement with a value of 1.087 with p -value = 0.000. Because the p -value < 0.05 , the hypothesis that states that Servant Leadership has a significant positive effect on Job Engagement is accepted. Considering that the coefficient is positive and significant, it can be concluded that the relationship between the two is unidirectional. Servant Leadership values people, develops people (orientation for self-development of subordinates), builds community, displays authenticity, leadership provides (clarity of vision and goals) and shares leadership (high facilitator ability). It is able to form strong job engagement. The test results prove that the dominant indicator that contributes to servant leadership



Table 5. Hypothesis testing results

Independent Variable	Dependent Variable	Path coefficient	P- Value	Information
Servant leadership (X)	Job engagement (Z)	1,087	0,000	Significant
Servant leadership (X)	Affective commitment (Y1)	1,739	0,014	Significant
Servant leadership (X)	Organizational citizenship behaviour (Y2)	1,053	0,002	Significant
Job engagement (Z)	Affective commitment (Y1)	-0,726	0,264	Not significant
Job engagement (Z)	OCB (Y2)	-0,223	0,442	Not significant

Source: Author's Analysis Results (2023)

is community values (concern for human values). By paying close attention to human values, you will be able to build a strong and successful organization by instilling in your heart the belief that "humans are the main thing".

Hypothesis 2: Servant leadership on affective commitment

Servant Leadership has a significant positive effect on affective commitment is accepted. Servant Leadership which has values people (cares about human values), develops people (orientation for self-development of subordinates), builds community (develops people), displays authenticity (sincerity), leadership provides (clarity of vision and goals) and shares leadership (high facilitator ability) is able to form loyalty, a sense of pride, participation, considers the organization to be the best and is emotionally attached to the organization where one works.

The highest average score on Values People (Concern for Human Values) means that an employee trusts his leadership, prioritizes serving others before himself, and is a loyal listener when there are meetings. This will have an impact on the strong affective commitment of participation which is realized by providing creative ideas for the progress of the organization and providing innovative ideas for the progress of the organization.

This condition is supported by respondents' answers which stated that participation was categorized as good. Even though the perception of respondents is that there are still those who do not agree with participation, therefore it is hoped that employees will always provide innovative ideas for the progress of the organization.

These findings strengthen previous research such as Imran *et al.* (2023); Nadir, (2016); Wei and Desa, (2013); Mazarei *et al.* (2013); Taleghani and Mehr, (2014); Chinomona *et al.* (2013); Mahembe and Englebertch, (2013); Mira and Margaretha, (2012); and Ambali *et al.* (2011). The assertion is that if servant leadership is implemented well it can have a good and significant effect on affective commitment.

Hypothesis 3: Servant leadership on organizational citizenship behavior

Servant Leadership has a significant positive effect on accepted Organizational Citizenship Behavior. This means, that the higher the Servant Leadership, the stronger the Organizational Citizenship Behavior of employees in the South Konawe Regency environment. This fact is in line with the findings of researchers (Prabowo and Setiawan, 2013;

Utama and Wibawa, 2016; and Soegandhi *et al.*, 2013). Servant Leadership must be further improved. Strong servant leadership in regional organizations, is realized with values for people (care for human values), develops people (orientation for self-development of subordinates), builds community (builds people), displays authenticity (sincerity), leadership provides (clarity of vision). and goals) and shares leadership (facilitator's ability) can improve better OCB.

Based on the results of descriptive analysis, servant leadership is well-perceived by employees at the South Konawe Regency Service. The highest average score on Values People (Concern for Human Values) means that an employee trusts his leadership, prioritizes serving others before himself, and is a loyal listener when there are meetings.

This will have an impact on the strength of organizational citizenship behavior through Altruism which is manifested by the employee's willingness to help colleagues who are busy (work is overloaded), the employee's willingness to provide assistance to people around him, the employee's willingness to replace the employee's duties. Other things, when the person concerned is unable to carry out their duties, the employee's willingness to spend time helping others with work problems, and the employee's willingness to help new employees who face difficulties during the orientation period, this condition is supported by respondents' answers which state that their role is categorized as good. The perception of respondents is that there are still those who do not agree with Altruism, it is hoped that employees will show attention to organizational property, respect the spirit, and the written rules, and be willing to tolerate disturbances and losses that occur. related to precarious work.

Hypothesis 4: Job engagement on affective commitment

The direct influence of job engagement on affective commitment with a value of -0.726 with p-value = 0.264. Because the p-value is > 0.05, the hypothesis that states that job engagement has a significant positive effect on affective commitment is rejected. Considering that the coefficient is negative and not significant, it can be concluded that the relationship between the two is not unidirectional. This means that the lower the job engagement, the weaker the affective commitment of employees in South Konawe Regency will be. The findings can be explained that there is no significant negative effect between job engagement on affective



commitment, meaning that job engagement cannot increase employee affective commitment.

Based on the results of descriptive analysis, job engagement is perceived well by employees at the South Konawe Regency Service. The highest average score on Personal Resources means an employee provides suggestions to improve work procedures, provides opinions to advance the organization, provides innovative suggestions, suggests procedural improvements, offers solutions to problems with cooperative motives, conveys ideas for new work, suggests ideas for change based on the constructive interests of the organization and actively provides suggestions to improve work procedures. This will have an impact on the strength of affective commitment through participation which is realized by providing creative ideas for organizational progress and innovative ideas for organizational progress. This condition is supported by respondents' answers which state that participation is categorized as good.

The test results prove that the indicator that makes the smallest contribution to job engagement is employee resources, so employees need to pay attention to making constructive statements about the organization, providing innovative suggestions to advance the organization, always sharing broad ideas for new jobs, and remaining informative. regarding tasks and informing colleagues, providing ideas that benefit the organization, communicating with colleagues and asking for their opinions on how to develop the team, providing suggestions for organizational development, providing constructive suggestions in order to improve organizational operations, developing recommendations regarding problems that can be influencing the team, motivating colleagues to get involved in issues that affect the work team and providing information related to problems so that my opinion is useful for the team.

Hypothesis 5: Job engagement on organizational citizenship behavior

Work involvement has not been proven to have a significant positive effect on Organizational Citizenship Behavior. Considering that the coefficient is negative and not significant. This means that the lower the job engagement, the weaker the Organizational Citizenship Behavior of employees in South Konawe Regency will be.

Based on the results of descriptive analysis, job engagement is perceived well by employees at the South Konawe Regency Service. The highest average score on Personal Resources means an employee provides suggestions to improve work procedures, provides opinions to advance the organization,

provides innovative suggestions, suggests procedural improvements, offers solutions to problems with cooperative motives, conveys ideas for new work, suggests ideas for change based on the constructive interests of the organization and actively provides suggestions to improve work procedures. This will have an impact on strong job engagement through personal resources which are realized by providing suggestions to improve work procedures, providing opinions to advance the organization, providing innovative suggestions to advance the organization, suggesting procedural improvements in the organization, and offering solutions to problems with profitable cooperative motives. organization, convey ideas for new work that could benefit the organization, and suggest ideas for change based on the organization's constructive interests.

The test results prove that the indicator that makes the smallest contribution to job engagement is employee resources, so employees need to pay attention to making constructive statements about the organization, providing innovative suggestions to advance the organization, always sharing broad ideas for new jobs, and remaining informative. regarding tasks and informing colleagues, providing ideas that benefit the organization, communicating with colleagues and asking for their opinions on how to develop the team, providing suggestions for organizational development, providing constructive suggestions in order to improve organizational operations, developing recommendations regarding problems that can influence the team, motivating colleagues to get involved in issues that affect the work team and providing information related to problems so that my opinion is useful for the team.

Indirect Hypothesis Testing Results (Mediation): Indirect influence is the influence of an independent variable on the dependent variable, through other variables as mediating variables. Indirect influence will be able to strengthen or weaken the relationship between the two variables being linked. The indirect influence coefficient for each path that has an intermediate variable is the result of multiplying the standard regression coefficients for each relationship that crosses that path. The results of hypothesis testing using Structural Equation Modeling (SEM) on indirect relationships, namely the use of job engagement mediation, are presented in Table 6.

Based on the data in Table 6, the two proposed hypotheses are proven to be accepted with a significant mediating role in job engagement. The indirect effect of servant leadership (X) on affective commitment (Y1) through job engagement (Z) is

Table 6. Indirect influence between research variables

Independent variable	Dependent variable	Mediation Variables	Path coefficient	Result
Servant leadership (X)	Affective commitment (Y1)	Job engagement (Z)	0,463	Significant
Servant leadership (X)	OCB (Y2)	Job engagement (Z)	0,234	Significant

Source: Author's Analysis Results (2023)



0.463. A value of 0.463 shows that good servant leadership will trigger strong job engagement and be able to increase the Affective commitment of employees in South Konawe Regency by 46.3%. The indirect effect of servant leadership (X) on organizational citizenship behavior (Y2) through job engagement (Z) is 0.234. A value of 0.234 shows that good servant leadership will trigger strong job engagement and be able to increase the organizational citizenship behavior of employees in South Konawe Regency by 23.4%. Based on empirical findings, servant leadership plays a role in increasing affective commitment through job engagement. This indicates that job demands, job resources, and personal resources are able to mediate the role of servant leadership in increasing affective commitment.

The results of testing the indirect influence of servant leadership on affective commitment through job engagement show that the path from servant leadership to affective commitment through job engagement is 0.463. From this path, it shows that the path coefficient value is greater than the path coefficient for the direct influence of servant leadership on affective commitment, namely 1.739 so that the influence of servant leadership on affective commitment through job engagement has a meaningful influence and is a partial mediating variable. In this way, job engagement is able to mediate servant leadership with affective commitment.

DISCUSSION

The Department of Agriculture, Service of Food Crops and Horticulture, and the Department of Fisheries of Konawe Regency as the leading sectors in charge of agriculture, forestry, and fisheries are quite good in terms of their contribution to the economy. This can be seen from the respective developments for the Agriculture, Forestry, and Fisheries sectors in 2018 amounting to IDR 2,103 billion; in 2019 it was IDR 2,261 billion, in 2020 it was IDR 2,287 billion, in 2021 it was IDR 2,379 billion and in 2022 it was IDR 2,436 billion.

A glance at this data confirms that something is encouraging about the implementation achievements in the three services mentioned above. However, if we examine it by comparing its contribution to GRDP, it is clear that the opposite pattern is occurring because the sector's contribution is fluctuating and decreasing. The contribution of the Agriculture, Forestry, and Fisheries sector to GRDP in 2018 was 26.01%, in 2019 it was 26.65%, then in 2020 it was 28.36%, in 2021 it was 28.12% and in 2022 it was 25.86%. This fact is then supported by the sector's GDP growth rate which has experienced a significant decline. The GRDP growth rate for the Agriculture, Forestry, and Fisheries sectors in South Konawe Regency in 2019 was 7.51%, experiencing a significant decline in 2020 with growth of only 1.13%. Then in 2021 it only grew 4.02% and in 2022 it only grew 2.40%.

Based on the results of research regarding the investigation of servant leadership, work engagement, affective commitment, and Organizational Citizenship Behavior (OCB) as well as the results of hypothesis testing, it can be assumed from the quantitative paradigm to increase performance achievement of the three institutions (Agriculture Service, Food Crops and Horticulture Service, and Konawe Regency Fisheries Service), these organizations began to carry out self-evaluations, especially in terms of services to farmers to strengthen servant leadership, work engagement, affective commitment, and OCB. This is because employees from each department stated that servant leadership would be good in terms of job engagement for jobs in the agriculture to fisheries sectors. At the same time, employees also agreed that servant leadership roles would make them better in terms of affective commitment and OCB. If work engagement is implemented well, this research can prove that civil servants will develop affective commitment and increasingly adopt organizational citizenship behavior. Finally, if there are obstacles, job engagement will be used as an alternative in conditioning the Servant Leadership role of a department head (manager) so that employees are more committed and show more Organizational Citizenship Behavior.

Increasing agricultural human resources specifically for government employees is necessary because there are big challenges that must be adapted to in the industrial era 4.0 and now entering 5.0. By looking at the role of leadership (servant leadership), job engagement, affective commitment, and OCB, the urgent thing is expanding the government service network (offices as an effort to bring services closer to farmers), followed by skills in the service sector, and improving the quality of information technology-based services. Because Tarigan, (2020) states that the acceleration of services, which is rooted in the capabilities of agricultural human resources, must be fast and of high quality so that farmers are adaptive to change.

Wangsaatmaja, (2019) continued, HR enforcement strategies include clear and thorough planning starting from the leader, clear and measurable division of tasks (job engagement), competency development to support the implementation of tasks with sincerity and sincerity (OCB and commitment), and assessment and performance rewards. Therefore, government agricultural human resources, both in structural and functional positions (including agricultural extension workers), need to map their number, age, position and distribution.

Conclusion: research has found a new conclusion from the application of servant leadership, job engagement, affective commitment, and organizational citizenship behavior in the case of organizations working in services related to the Agriculture, Forestry, and Fisheries sectors as sectors that influence the lives of many people.



The main finding is that servant leadership has a positive effect on work engagement, affective commitment, and OCB. This is in line with previous research and highlights the potential of servant leadership in motivating and engaging employees, thereby leading to positive behavior that benefits the organization. Next, work engagement acts as a mediator between servant leadership and affective commitment and OCB. This suggests that servant leadership fosters work engagement, which in turn strengthens employees' emotional attachment to the organization and encourages them to go beyond their routine tasks. Lastly, the implementation of work engagement in government organizations is still weak and has the potential to hinder the achievement of desired results.

As a manager, the Head of Service has been able to explain the nature of servant leadership which has ultimately proven to play a significant role in work engagement, affective commitment, and organizational citizenship behavior. It can be seen that the performance achievements of the Agriculture, Forestry, and Fisheries sectors have shown an increase in their contribution to the regional economy in 2018 from IDR 2,103 billion to IDR 2,435 billion in 2022.

Servant leadership implemented by the Department has not been able to form effective job engagement, including organizational citizenship behavior, but it would be good through the intermediary of job engagement to act as a mediator between servant leadership towards organizational citizenship behavior and organizational citizenship behavior. This fact is in line with the sector's contribution which has not improved and the growth rate of Agriculture, Forestry, and Fisheries which shows a rate of decline.

The theoretical consequence is that further investigation is needed to strengthen the review of the facts and gaps concluded in this research. Therefore, future research is still wide open so that the generalization of the findings becomes wider and the evidence is stronger, especially for policymakers in the agricultural sector or those relevant to this research. The practical consequence is that the need to strengthen the implementation of work engagement through servant leadership practices can be very important to improve the performance, commitment, and citizenship behavior of employees in the agricultural sector.

Strengths: the study addresses a relevant issue in the agricultural sector, focusing on human resource management practices and their economic impact. It employs a well-defined theoretical framework and utilizes established research methods. The findings provide valuable insights for practitioners and policymakers seeking to improve agricultural development.

Limitations: the first is that the number of research samples is relatively small. These two studies cannot prove that there is a significant positive influence between work engagement

on affective commitment, and work engagement on Organizational Citizenship Behavior.

Suggestion: further research with a wider sample and diverse characteristics is needed to confirm these findings and explore their generalizability. The next, more interesting focus of future research is explored the specific mechanisms through which work engagement mediates the relationship between servant leadership and employee outcomes. More interesting if strengthened by including additional control variables to account for potential confounding factors.

Authors' contributions: the first author made full contributions to the entire contents of the manuscript. The second, third, and fourth authors checked the methodology and suitability of the manuscript for publication.

Funding: this research is purely at your own expense, there is no financial assistance at all from any party.

Availability of data and material: data and research materials were obtained from primary sources through distributing questionnaires. The results of data and material analysis have been presented in full in this manuscript.

Acknowledgement: this research does not involve any parties. Thank you only to the Postgraduate Director of Halu Oleo University for the facilities provided to the (first) author during his doctoral education.

REFERENCES

- Afrianti, L., T. Rahmi and U. Febriani. 2023. Work engagement dan employee wellbeing pada dosen. *Jurnal Riset Psikologi* 5:87-92.
- Akinyemi, B., B. George and A. Ogundele. 2022. Relationship between job satisfaction, pay, affective commitment and turnover intention among registered nurses in Nigeria. *Global Journal of Health Science* 14:37-51.
- Alfani, M and M. Hadini. 2018. Pengaruh person job fit dan person organization fit terhadap organizational citizenship behavior dan kinerja karyawan Universitas Islam Kalimantan Muhammad Arsyad Al Banjari Banjarmasin. *Jurnal Riset Inspirasi Manajemen Dan Kewirausahaan* 2:73-85.
- Al-Faruqi, A.H. 2020. The effect of servant leadership on establishment of organizational citizenship behavior (OCB) through organizational commitment of employee in PT Awam Bersaudara. *Airlangga Development Journal* 3:80-192
- Aprilda, R.S., D.A. Purwandari and T.Y.R. Syah. 2019. Servant leadership, organization commitment and job



- satisfaction on organizational citizenship behaviour. *Journal Of Multidisciplinary Academic* 3:57- 64
- Azeem, S.M. 2010. Job satisfaction and organizational commitment among employees in the sultanate of Oman. *Psychology* 1:295-299.
- Bakan, J.A. 2013. Microemulsions: Swarbrick, J. Boylan, C.J. *Encyclopedia of Pharmaceutical Technology*. 9. Marcell Dekker. Inc., New York.pp. 379-387.
- Bambale, A.J., F.M. Shamsudin and C.A. Subramaniam. 2011. Stimulating organizational citizenship behavior, *International Journal of Academic Research in Business and Social Sciences* 1:48-69.
- Beheshtifar, M and B.H. Herat.2013. To promote employees commitment via perceived organizational support. *International Journal of Academic Research in Business and Social Sciences* 3:306-313
- Bibi, A. 2022. How and when do psychological contract and justice perceptions affect the relationship between servant leadership and employee work outcomes? *Makara Human Behavior Studies in Asia* 26:1-13.
- Chughtai, A.A and S. Zafar. 2017. Antecedents and consequences of organizational commitment among Pakistani University Teachers. *Applied H.R.M Research* 11:39-64
- Falah, S., A. Alifah, S. Rizal and U.Q. Al-Islami. 2021. Enhancing Organizational Commitment through Islamic Organizational Culture and Islamic Work Ethic in Modern Pesantren: The Role of Kyai's Transformational Leadership. *Turkish Journal of Computer and Mathematics Education* 12:4994-5008.
- Guillaume, O., A. Honeycutt and A.R. Savage-Austin. 2013. The impact of servant leadership on job satisfaction. *Journal of Business and Economics* 4:444-448.
- [Hair, J.F.](#), J.J. [Risher](#), M. [Sarstedt](#) and C.M. [Ringle](#). 2019. When to use and how to report the results of PLS-SEM. *European Business Review* 31:2-24.
- Harwiki, W. 2016. The impact of servant leadership on organization culture, organizational commitment, organizational citizenship behaviour (OCB) and employee performance in women cooperatives. *Procedia-Social and Behavioral Sciences* 219:283-290.
- Hasddin, H. 2021. The influence empowerment and organizational commitment to the performance of management of marine tourism (study on marine tourism in Toronipa Beach, Southeast Sulawesi, Indonesia). *International Journal of Management and Education in Human Development* 1:24-30.
- Hasddin., A.A. Muthalib, E. Ngii and A. Putera. 2022. *Buku Digital—Metode Analisis Perencanaan dan Pembangunan: Paradigma Penelitian, Data Kuantitatif-Kualitatif, Analisis Kependudukan*. CV. Media Sains Indonesia., Bandung.
- Imran, LM., I. Hajar, O.K. Haris and Husin. 2023. The influence of servant leadership, organizational culture, and social resources on stressor and organizational commitment; study on police officers. *European Chemical. Bulletin* 12:7341-7353.
- Jacobs, G. A. 2006. Servant leadership and follower commitment. In *Proceedings of the 2006 Servant Leadership Research Roundtable*, pp: 1-16, School of Leadership Studies, Regent University.
- Jaya, M.R., H. Prakoso and V.S. Putera. 2020. Pengaruh perceived organizational support terhadap work engagement pada karyawan marketing di PT. Len Industri. *Prosiding Psikologi*, 6:883-888. Spesia: Seminar Penelitian Sivitas Akademika Unisba, Agustus, 2020.
- Jena, L.K., P. Bhattacharyya and S. Pradhan. 2017. Employee engagement and affective organizational commitment: mediating role of employee voice among indian service sector employees. *Vision* 21:356-366.
- Jufrizen., H. Khair and A.P. Sari.2023. Work engagement: determinants and its effect on organizational citizenship behavior. *Jurnal Manajemen* 27:254-275.
- Junita, A., H.R. Hafas and M.A.S. Nasution. 2022. Organizational commitment as a mediator of organizational support and emotional intelligence in shaping organizational citizenship behavior. *Jurnal Manajemen Bisnis* 13:235-254.
- Liden, R.C., S.J. Wayne, H. Zhao and D. Henderson. 2008. Servant leadership: development of a multidimensional measure and multi-level assessment. *The Leadership Quarterly* 19:161-177.
- Luthans, F. 2006. *Perilaku Organisasi*. PT Andi., Yogyakarta.
- Mahembe, B and A.S. Engelbrecht. 2013. The relationship between servant leadership, affective team commitment and team effectiveness. *SA Journal of Human Resource Management/SA Tydskrif vir Menslikehulpbronbestuur* 11:1-20.
- Mazarei, E., M. Hoshyar and P. Nourbakhsh. 2013. The relationship between servant leadership style and organizational commitment. *Archives of Applied Science Research* 5:312- 317
- Meyer, J.P., D.J. Stanley, L.Herscovitch and L. Topolnysky.2002. Affective, continuance, and normative commitment to the organization: A meta-analysis of antecedents, correlates, and consequences. *Journal of Vocational Behavior* 61:20-52
- Mira, W.S and M. Margaretha. 2012. Pengaruh servant leadership terhadap komitmen organisasi dan organization citizenship behavior. *Jurnal Manajemen* 11:189-206
- Muldoon, J., S.M. Keough and E.W. Liguori. 2017. The role of job dedication in OCB performance. *Management Research Review* 40:1042-1057.
- Nadir, M. 2017. Pengaruh Servant Leadership, Karakteristik Individu, Budaya Organisasi terhadap Komitmen Organisasional dan Kinerja Aparatur Sipil Negara pada



- Pemerintah Provinsi Sulawesi Barat. Papatudzu: Media Education and Social Society 12:38-50.
- Nobari, E., K. Mohamadkhani and D.A. Mohammad. 2014. The relationship between servant leadership and organizational citizenship behavior of employees at valiasr academic complex, Islamic Azad University-Central Tehran Branch. *International Journal Management Business Research* 4:247-254
- Noor, L.S., H.U. Anisa and R. Rahmawati. 2018. The effect of organizational commitments and work involvements on job satisfaction and organizational citizenship behaviour (OCB) (Case Study on PT Batulicin Enam Sembilan). *South East Asia Journal of Contemporary Business, Economics and Law* 16:190-199.
- Northouse, P.G. 2013. *Leadership: Theory and Practice*, 6th ed., Sage Publications, Inc. New York.
- Nursyamsi D. 2019. Policy direction for agricultural extension and human resource development in the era of Industrial Revolution 4.0. Presentation material at the FGD on the Implementation of Agricultural Extension in the Industrial Era 4.0. Bogor (ID): Agricultural Extension Center BP2SDM Ministry of Agriculture of the Republic of Indonesia. Jakarta.
- Organ, D. W., P.M. Podsakoff and S.B. MacKenzie. 2006. *Organizational citizenship behavior: Its nature, antecedents, and consequences*. Sage Publications, Inc. New York.
- Pourghaz, A., K.B. Tamini and A. Karamad. 2011. Do demographic characteristics make a difference to job satisfaction, organizational commitment and burnout among travel agency drivers? (A Case Study in Iran). *Journal of Basic and Applied Scientific Research* 1:916-923.
- Prabowo, V and C. Setiawan. 2013. Pengaruh servant leadership dan komitmen organisasional karyawan terhadap organizational citizenship behavior (OCB) pada Blue Bird Groub Surabaya. *Agora Jurnal* 1:1-6
- Prasetyo, A. P., T. Yuniarsih and E. Ahman. 2017. Job satisfaction, organizational commitment, and organizational citizenship behaviour in state-owned banking. *Universitas Journal of Management* 5:32-38.
- Putra, I.D.M.A.P and T. Carina. 2021. Penguatan sumber daya manusia pada sektor pertanian wilayah Bali di era pandemi covid-19:782-788.
- Rafa'i, A., A.T. Junaedi, Nyoto, N. Renaldo and F.M.M. Sultan. 2023. The effect of organizational commitment and competence on work motivation and work performance at SMA Negeri Tapung District. *Nexus Synergy: A Business Perspective* 1:1-13.
- Rapiuddin, R., S. Bahari and H. Hasddin. 2021. Leadership, motivation and work discipline in achieving work achievement; studies on state civil servants at the Regional Financial and Asset Management Agency (RFAMA), Kendari City. *International Journal of Creative Business and Management* 1:44-57.
- Rhoades, L., R. Eisenberger and S. Armeli. 2001 Affective commitment to the organization: the contribution of perceived organizational support. *Journal of Applied Psychology* 86:825-836.
- Robbins, S. P. 2009. *Perilaku Organisasi*. 10nd ed. PT Indeks., Jakarta.
- Rohayati, A. 2014. Pengaruh kepuasan kerja terhadap organizational citizenship behavior: Studi pada yayasam masyarakat madani Indonesia. *Jurnal Study & Management Research* 11:20-36.
- Sabrina, R., M.S.D. Harahap and B. Datuk. 2023. The influence of person organization fit and job crafting on organizational citizenship behavior with work engagement as an intervening variable at Bank Indonesia Representative Office of Sumatera Utara. *Journal of Law and Sustainable Development*, 11:1-17.
- Sadeghi, A., A.G. Arkawaz, C. Fatemeh and M. Abbas. 2015. Relationship between head nurses servant leadership style and nurses job satisfaction. *Quarterly Journal of Nursing Management Fourth* 4:28-28.
- Sadikin, F., M. Tecualu and E. Desy. 2020. The effect of servant leadership and work engagement on organizational citizenship behavior mediated by organizational commitment on volunteers in abbalove ministries church. *Advances in Economics, Business and Management Research* 145:146-152. Proceedings of the 8th International Conference on Entrepreneurship and Business Management (ICEBM 2019) UNTAR, 29 June, 2020. Kuala Lumpur, Malaysia.
- Sakuraya, A., A. Shimazu, K. Imamura, K. Namba and N. Kawakami. 2016. Effects of a job crafting intervention program on work engagement among japanese employees: a pretest-posttest study. *BMC Psychology* 4:1-9.
- Schaufeli, W., M. Salanova, V. Gonzalez-Roma and A. Bakker. 2002. The measurement of engagement and burnout: a two sample confirmatory factor analytic approach. *Journal of Happiness Studies* 3:71-92.
- Schmidt, K. H. 2007. Organizational commitment: A further moderator in the relationship between work stress and strain? *International Journal of Stress Management* 14:26-40
- Sekaran, U and R. Bougie. 2016. *Research methods for business: a skill-building approach*, 7nd ed., Wiley & Sons, West Sussex.
- Sendjaya, S. 2015. *Servant leadership research. in personal and organizational excellence through servant leadership*. Springer International Publishing. Switzerland.
- Setiaji. 2016. Analisis pengaruh gaya kepemimpinan transformasional, motivasi kerja dan komitmen organisasional terhadap kinerja karyawan (studi pada karyawan staff PT Taspem (Persero) Kantor Cabang



- Utama Semarang). *Diponegoro Journal of Management* 4:439-454.
- Soegandhi, V.M., E.M. Sutanto and R. Setiawan. 2013. Pengaruh kepuasan kerja dan loyalitas kerja terhadap organizational citizenship behavior pada karyawan PT Surya Timur Sakti Jatim. *Jurnal Agora* 1:1-12.
- Spears, L.C and M. Lawrence. 2002. *Servant Leadership for the Twenty-First Century*. John Wiley & Sons, Inc. New York.
- Srimulyani, V.A. 2021. Increasing work engagement through servant leadership and organizational justice. *Jurnal Manajemen Pendidikan, Jurnal Ilmiah Administrasi, Manajemen dan Kepemimpinan Pendidikan* 3:97-114
- Srimulyani, V. A and Y.B. Hermanto. 2022. Analysis of employee engagement as a mediator of the relationship between perceived organizational support, organizational justice, and servant leadership with organizational citizenship behavior. *Jurnal Dinamika Manajemen* 13:202-220.
- Stephani, D and J.E. Kurniawan. 2018. Hubungan antara job crafting dan work engagement pada karyawan. *Psychopreneur Journal* 2:30-40
- Stone, G.A. 2004. Transformasional versus servant leadership: a difference in leader focus. *The Leadership & Organization Development Journal* 25:349-361
- Suparjo, S and E.S. Sunarsih. 2019. Mediating role of affective commitment among subjective well-being, leadership style and organizational citizenship behavior. *Equilibrium: Jurnal Ekonomi Syariah* 7:295-315
- Talachi, R.K., M.B. Gorji and A.L. Boerhanudin. 2014. An investigation of the role of job satisfaction in employees' organizational citizenship behavior. *Collegium Antropologicum* 38:429-436.
- Tarigan, H. 2020. Agricultural human resources development in the disruption era: efforts to support inclusive agribusiness. *Forum Penelitian Agro Ekonomi*, 38:89-101.
- Tawil, M. R., M. Mattalatta, B. Baharuddin and A. Umar. 2023. The role of work engagement in mediating perceived organizational support and organizational commitment relationship to organizational citizenship behavior. *International Journal of Social Service and Research* 3:746-762.
- Tischler, V., R. Giambatista, R. McKeage and D. McCormick. 2016. Servant leadership and its relationships with core self-evaluation and job satisfaction. *The Journal of Values-Based Leadership* 9:1-20.
- Trompenaars, F and E. Voerman. 2009. *Servant leadership across cultures: harnessing the strength of the world's most powerful leadership philosophy*. Infinite Ideas Limited., New York.
- Truxillo, D., D. Cadiz and L.B. Hemmer. 2015. Supporting the aging workforce: a research review and recommendations for workplace intervention research. [Annual Review of Organizational Psychology and Organizational Behavior](#): 2:351-381.
- Utama, D.P and I.M. Wibawa. 2016. Pengaruh kepuasan kerja terhadap komitmen organisasi dan organizational citizenship behavior pada karyawan bali rani hotel. *Jurnal Management Unud* 5:2511-2453
- Victoria, I and E. Rahardja. 2018. Analisis pengaruh gaya kepemimpinan transformasional, motivasi kerja dan employee engagement terhadap kinerja karyawan (studi pada karyawan non medis RSUD K.R.M.T Wongsonegoro Semarang), *Diponegoro. Journal of Management* 7:38-49.
- Wahyu, A., F. Tentama and E.Y.D. Sari. 2019. The role of servant leadership and organizational climate on organizational citizenship behavior with job satisfaction as mediator. *International Journal of Scientific & Technology Research* 8:1134-1141.
- Wangsaatmaja S. 2019. Strategi penguatan SDM pertanian menghadapi era industri 4.0. Bahan tayangan pada FGD Penyelenggaraan Penyuluhan Pertanian di Era Industri 4.0. Bogor (ID): Pusat Penyuluhan Pertanian BP2SDM Kementan Pertanian Republik Indonesia.
- Winston, B., E. 2008. *Agapao Leadership. Inner Resources for Leaders* 1:1.
- Wulandari, G. V. 2021. Pengaruh quality of work life dan work engagement terhadap organizational citizenship behavior PT. Bank Central Asia, TBK KCU Depok. *Jurnal Inovatif Mahasiswa Manajemen* 1:256-265.
- Zhang, Z., J.C.K. Lee and P.H. Wong. 2016. Multilevel structural equation modeling analysis of the servant leadership construct and its relation to job satisfaction. *Leadership and Organization Development Journal* 37:1147-1167.
- Zhang, Z., M. Wang and J. Shi. 2012. Leader-follower congruence in proactive personality and work outcomes: the mediating role of leader-member exchange. *Academy of Management Journal* 55:111-130.

